OFFICE OF THE SHERIFF PERFORMANCE MEASURES FY 2012-13

I. DEPARTMENT MISSION

The Contra Costa County Office of the Sheriff will provide the most efficient and effective law enforcement services possible. These services will be rendered with an intelligent expenditure of available resources. Our standard of conduct shall always be consistent with the Law Enforcement Code of Ethics. To maintain the public's combined trust, confidence and support, our efforts and demeanor will always strive to conform to the high standards expected by the public. We shall uphold the constitutional rights of individuals. We shall be fair, just, and responsive to public needs and feelings, while enforcing the law and carrying out our primary mission to protect life and property.

II. MAJOR PROGRAM DESCRIPTIONS

A. ADMINISTRATIVE SERVICES

This division provides organizational planning, fiscal and personnel management to ensure that the Office of the Sheriff attains all organizational goals and objectives. The Division also operates the Law Enforcement Training Center, providing basic police academy training and in-service and technical training. The Inspection and Audit Unit conducts research and background work for grant applications and audits.

BUDGET: \$19,131,612 FTE: 45

B. PATROL DIVISION

This division provides timely, professional response to calls for service and crime suppression through the use of a highly visible pro-active patrol force.

BUDGET: \$56,645,852 FTE: 251

C. INVESTIGATIONS DIVISION

This division provides follow-up to identify responsible parties for prosecution and to recover stolen property on all reported felony offenses and certain misdemeanor offenses that occur in the unincorporated areas of the County, contract cities and special districts.

BUDGET: \$5,220,046 FTE: 41

D. TECHNICAL SERVICES DIVISION

This division provides professional services and technical assistance to all divisions of the Office of the Sheriff, other governmental agencies and the public in the areas of communications (including dispatch, 9-1-1), management information services and fleet services. Technical Services Division also serves

as the repository for all Office of the Sheriff records, and processes all civil and criminal documents, as well as conducts financial investigations as directed by the court and within the guidelines mandated by law.

BUDGET: \$16,050,606 FTE: 123

E. FORENSIC SERVICES DIVISION

This division provides scientific analysis of physical evidence, forensic consultation to local law enforcement agencies and the District Attorney's Office, and crime scene investigation services.

BUDGET: \$9,015,781 FTE: 47

F. CORONER DIVISION

This division provides investigation of specific cases to determine the cause of death.

BUDGET: \$2,787,058 FTE: 11

G. EMERGENCY SERVICES DIVISION

This division provides assistance to emergency response agencies, governmental agencies and the general public to prepare for and cope with natural and human-caused disasters. Emergency Services also oversees volunteer services, including reserves and Search and Rescue.

BUDGET: \$8,047,550 FTE: 25

H. DETENTION DIVISION

This division provides constitutionally safe and secure housing as well as the transportation of inmates who have been legally remanded or placed in the custody of the Sheriff.

BUDGET: \$59,475,253 FTE: \$69

I. COURT SECURITY DIVISION

This division provides security to the Contra Costa County Superior Court and all court facilities in the County.

BUDGET: \$12,668,503 FTE: 102

J. DEPARTMENT DATA

BUDGET: \$189,042,261 FTE: 1014

CLASS	ALLOCATED POSTIONS
SWORN:	
Administration	5
Field Operations	283
Custody Services	343
Support Services	36
GENERAL:	
Administration	28
Field Operations	20
Custody Services	128
Support Services	171
TOTAL AUTHORIZED POSITIONS:	1014

III. ACCOMPLISHMENTS

ADMINISTRATION:

- 1. The Office of the Sheriff continues to attract quality personnel with effective recruiting efforts that focus' outreach to a cross section of the population to secure an applicant pool reflective of the community served. During this fiscal year, recruiters participated in 37 career fairs throughout CA which included other law enforcement academies, college campuses, military centers, and various community events.
- 2. Processed over 5,000 employment applications for deputy sheriff recruit positions, testing over 1,530 candidates and subsequently hiring 50 deputy sheriffs who successfully completed the Office's Law Enforcement Training Center (LETC) academy. In addition to the recruit testing process, the Office successfully recruited and hired 8 lateral (experienced) Deputy Sheriff candidates.
- The Backgrounds Unit processed approximately 1,253 candidates, 605 of which were sworn personnel. 356 polygraphs were completed, and 23 backgrounds were completed for other law enforcement agencies who contract with the Office for pre-employment background services.
- 4. Partnered with Environmental, Health, Safety and Sustainability Consulting (EORM) to update and rewrite the department's Illness Injury Prevention Program and Respiratory Protection Plans.

FIELD OPERATIONS BUREAU:

- 1. Provided Patrol services to non-incorporated areas of the County at the highest level possible given the continued reduction in staff. While the number of calls for service (CFS) decreased in 2012, the CFS rate per Deputy Sheriff has increased 17% when compared to the median 5-year average. With the thousands of CFS per year, a 17% increase in the number of CFS per Deputy Sheriff equates to an average of 310 extra CFS per year that each Deputy Sheriff is tasked with having to handle.
- 2. Hired three non-sworn Sheriff's Rangers who have assisted patrol by responding to calls for service that are not Priority One calls (which require the assistance of a sworn deputy sheriff). This program was recently implemented in Fall 2012, and has helped Deputy Sheriffs with the inundation of calls for service.
- 3. All Deputy Sheriff's assigned to Patrol have been issued TASERS (upon completion of the Office's Electronic Weapon Operator course). Officer-involved shootings and work-related injuries specifically related to physical confrontations with suspects are significantly low.
- 4. Investigations Division handled a total of 9,495 investigations in 2012. This number represents a caseload in excess of 30 cases per month for each Detective assigned. With the reduction of staffing levels since 2007, the Investigations Division has been forced to eliminate the investigation of cold "C" cases. However, as staffing levels are replenished, the Division will revisit these cases.
- 5. Coroner's Division investigated a record 4,152 cases, performed 506 autopsies, and authorized 44 County cremations. The Division also conducted 95 inspections and provided tours for over 300 health care professionals and students enrolled in criminalistics and medical programs.
- 6. Marine Patrol continued to patrol the 250 linear miles of shorelines of the County. The Unit generated 270 reports, 396 citations and 65 arrests in 2012. The Air Support Unit assisted with 669 calls, assists, and arrests, and logged 326 flight hours.

CUSTODY SERVICES BUREAU:

- 1. The Sheriff's Office Detention Facilities continued to manage an influx of additional inmates as a result of CA State Department of Corrections and Rehabilitation's Realignment Initiative, which also included an increased demand for "special needs" housing for inmates with gang affiliations, medical needs, and other specialized classification levels of the inmate. The Detention Division has managed an approximate 35% increase in inmates sentenced to county jail time that previously would have been in state custody. The classification model is continually reevaluated to match the security needs of the inmate with the facilities' security level to best ensure the safety of the staff and inmates at each facility.
- 2. Bureau Command Staff continue to actively participate in the County's Community Correction's Partnership committee, and sub-committees, to

- ensure appropriate management of the State's Realignment Initiative as well as sufficient budget allocations for required staffing needs.
- 3. The Custody Bureau expanded relationships with inmate rehabilitative service groups, such as 'Rubicon' to enhance inmate services' ability to provide education and transitional opportunities to the inmate population.

SUPPORT SERVICES BUREAU:

- 1. The EBRCS P25 Radio System 5-year implementation project is nearly completed for Contra Costa County Office of the Sheriff. All mobile and portable radios have been purchased, programmed, and installed. The West Cell was activated in April of 2012 allowing CCCSO operational units to utilize the digital system and communicate with west county LE agencies. The East Cell was activated in November of 2012 allowing CCCSO operational unit to utilize the digital system and communicate with east county LE agencies. On March 1, 2013 the Central Cell will be activated to allow CCCSO operational units to utilize the digital system and communicate in central county LE agencies. With the activation of all three digital cells, the implementation of the EBRCS project will be complete.
- 2. The Tiburon CAD/RMS upgrade continued throughout FY 12-13 and will finally be realized on June 6, 2013. The project is in its final stages with system configuration and training. CCCSO employees will be trained from February through May of 2013. The centralization and virtualization of the Novell and Groupwise servers is well underway and will be completed in the third quarter of 2013.
- 3. The acquisition and installation of 250 Blue Check (wireless fingerprint reader) Devices continues to progress more than half of the 250 Blue Check devices delivered to CCCSO Station Houses or partnering LE agencies. Devices continue to be installed in compatible vehicles as directed by Patrol Division. Spot Training is underway and more detailed instruction is being scheduled for the remainder of this FY. The Mobile ID contract for the production system is with County Counsel pending approval. Once this contract is approved, testing for escalation of searches to DOJ and FBI will commence.
- 4. Forensic Services received 24,000 requests for service from 57 law enforcement agencies during calendar year 2012.
- 5. Forensic Services Division successfully moved it Criminalistics Section from the downtown Escobar location to the second floor of the Summit Center. The move from an obsolete modular temporary building that was ill suited for forensic examinations into a modern facility will have a positive impact on the investigation and prosecution of a large percentage of major felony crimes in this county.
- 6. Office of Emergency Service provided extensive certification instructions to operational area (county) members (first responders) related to Incident Command System functions and actively participates in meeting with the Urban Area Strategic Initiative (UASI). This unit held ten major exercises and training classes in 2012.

- 7. The Office's Community Warning System (CWS) has successfully completed the integration of CMAS (Commercial Mobile Alert System) and continues to be a player in the development and future integration of the Next Generation EAS (Emergency Alert System. The CWS has upgraded most of its infrastructure from radio to IP (Internet Protocol) based systems and added the option to receive alerts via text message and email messages through the public registration tool. The Community Warning System is also transitioning to an unprecedented new protocol in which two TENS (Telephone Emergency Notification System) vendors will be provided to ensure redundancy within the system. These changes and additions increase the number of ways the Community Warning System is able to get our messages out to the public.
- 8. The Office's Homeland Security Unit identified and processed over 350 leads and incidents related to suspicious activity and activity surrounding infrastructure from County operational areas. This information is important not only to identify criminal and terrorist trends up to the national level, but also assists in identifying potential gaps in protection that may require future grant funding as it becomes available. Of the 350 leads and incidents, approximately 50% were identified and reviewed through processed managed directly by this unit. The Homeland Security Unit continues to work closely with other law enforcement agencies and critical infrastructure areas.
- 9. Volunteer Services is an intricate part of the Office's ability to provide assistance to other law enforcement agencies throughout CA. Volunteers were deployed to over 35 different law enforcement agencies covering 15 counties. The majority of these deployments were related to requests from the State of CA for assistance with outside Search and Rescue operations. Volunteers responded to over 80 scheduled events and 48 unscheduled requests for service.
- 10. The Office has a total of over 400 volunteers who provided a total of 76,381 hours of service to the Office and the citizens of Contra Costa County and the State of CA. This equates to approximately \$4,136,032 "In Kind" services.

The Office of the Sheriff values our volunteers and thanks them for their dedication and service to the Office and the community we serve.

IV. CHALLENGES:

INTERNAL TO SHERIFF'S OFFICE

- 1. Continue to provide and maintain a high level of quality services to the community with reduced staffing during this extended period of budgetary constraints.
- 2. Continue to identify and acquire grant funding to expand homeland security and anti-terrorism posture and response capabilities.

- 3. Continue to explore opportunities to provide pre-employment background, communication, and forensic services to outside agencies to enhance revenue streams.
- 4. Continue to adjust the detention facilities inmate staffing model and enhance physical facility capability to meet the growing demands of housing "special needs" inmates while ensuring that all inmates receive program services in conjunction with the goals and objectives of the CA state AB 109 realignment.
- 5. Continue to identify new trends in criminal and terrorist threats through our local suspicious activity reporting in order to provide the citizens of Contra Costa County with the highest level of security and peace of mind.

INTERNAL TO COUNTY OPERATION

- Continue to actively participate in the County's Community Correction's Partnership committee to ensure AB 109 monies are used to maximum potential to house and rehabilitate inmates while ensuring the safety of the community.
- 2. Continue to work with the County Administrator's Office and the Department of Information Technology to complete the funding, design, and installation of the countywide communications system upgrade.
- 3. Continue to partner with the County Human Resources Department to effectively recruit, test, and hire the most qualified sworn and professional staff for the Office of the Sheriff.

V. PERFORMANCE INDICATORS

ADMINISTRATION:

1. TARGET: Continue to monitor and control expenditures to ensure fiscal solvency while navigating through erratic economic trends.

OUTCOME: Successfully met budgetary challenges through tight expenditure controls, attrition, and prudent hiring practices throughout the Office. Important to acknowledge all Office employees for their dedication and commitment to ensure quality service levels were maintained during these challenging budgetary time.

2. TARGET: Fill all Deputy Sheriff vacancies with the most highly qualified candidates.

OUTCOME: Processed over 5,000 applications. The stringent evaluation and selection process ensured that the most qualified candidates were employed.

FIELD OPERATIONS BUREAU:

 TARGET: Design and implement a Community Service Officer model to assist station house deputies with non-Priority I public service calls which will decrease response times and increase customer service to the community.

OUTCOME: Modified non-sworn Sheriff Ranger classification to expand duties to meet the needs of this new service model. Completed model design, opened recruitment in late Spring, and implemented program. Three of four Ranger positions have been filled and are currently assisting in off-setting the calls for service burden for Patrol Deputies.

2. TARGET: Increase law enforcement presence and activity in unincorporated areas of Contra Costa County and reduce calls for service response times.

OUTCOME: Patrol staffing continues to be restricted, which has caused a slight increase in Deputy Sheriffs' response time averages. However, the calls for service rate per Deputy Sheriff has increased 17% compared to the median 5-year average. Despite these challenges, patrol personnel continued to deliver the highest level of service possible given the amount of Deputy Sheriffs currently on the street. Patrol Deputies responded to a total of 146,955 calls for service in 2012.

3. TARGET: Increase performance levels of Air Support and Marine Patrol Units.

OUTCOME: Upgrades to avionics for STARR1 and STARR2, as well as equipment purchases of three marine vessels and related equipment were approved. Utilizing approximately \$1.5 million in funds from Port Security Grants allowed for such equipment purchases.

4. TARGET: Provide evidence to crime investigators and information to deceased persons' relatives regarding cause of death.

OUTCOME: The Coroner's division investigated 4,152 cases, performed 506 autopsies and conducted 95 inspections during 2012.

SUPPORT SERVICES BUREAU:

 TARGET: Continue to identify and evaluate criminal and terrorist trends as well as identify potential gaps in protection to ensure the highest level of security possible for the citizens of Contra Costa County.

OUTCOME: Three major infrastructure sites within the County were identified as security gaps by the Homeland Security Unit resulting in an award of \$190,000, for each site, from the Department of Homeland Security Buffer Zone Protection Plans. Site enhancement projects are in

the construction phase, largely comprised of surveillance detection systems and enhanced radio communication capabilities

2. TARGET: Three major infrastructure sites within the County were identified as security gaps by the Homeland Security Unit resulting in an award of \$190,000, for each site, from the Department of Homeland Security. Site enhancement projects are in the construction phase, largely comprised of surveillance detection systems and enhanced radio communication capabilities.

OUTCOME: The three sites needs were identified, construction completed and the reimbursements are in process.

- 3. TARGET: Complete the relocation of the Crime Lab.
 OUTCOME: As of end FY 2011/12 the relocation project is in the final phase and the lab moved to their new location in Fall, 2012.
- 4. TARGET: Continue to support neighboring law enforcement agencies with the deployment of the Office's Mutual Aid Mobile Field Forces (MAMFF) unit as budgetary constraints allow.

OUTCOME: Emergency Services staff coordinated the preplanning and deployment of eight (8) events, most related to the "Occupy" movement in Contra Costa and Alameda Counties. These numerous unplanned deployments resulted in an upsurge of equipment replacement costs and staff overtime costs, neither of which was included in the current FY budget. There is concern that the Office's budgetary constraints may reduce the frequency by which the Office will be able to assist neighboring agencies in the future.

CUSTODY SERVICES BUREAU:

1. TARGET: Manage the influx of former State Prison inmates to County Detention facilities, and newly sentenced inmates with lengthier sentences in those facilities, as a result of the CA State Department of Corrections and Rehabilitation's Realignment Initiative, commonly known as AB 109. The Office is an active member of the County's Community Correction's Partnership, which is a committee tasked with managing the impact of AB109 and its desired outcomes; ensuring that monies tied to this Initiative are allocated accordingly to maximize a successful transition.

OUTCOME: The Office is successfully managing the realignment and its impact – increasing per budget allocations from CCP and enhancing facilities' capabilities through renovation of existing structures and resources. The increase in the inmate population carried with it an increased demand for "special needs" housing for inmates with gang affiliations, medical needs, and other specialized classification levels of the inmate. The influx of special needs inmates impacted the availability of maximum security bed space as these inmates were originally thought

to be classified to participate in either a home detention program, or housed in a medium to minimum secure facility.

2. TARGET: Expand existing programs and improve education, knowledge, and skill level of inmates to reduce recidivism.

OUTCOME: Program Services continue to partner with qualified and approved programs to ensure compliance with the State AB 109 Initiative and compliance with the mandate to assist inmates with transitional services back into the community. Expanded course offerings continued through the School's program, a pre-release transitional specialist works with members of the County's Community Correction's Partnership to bridge the gap between incarceration and release.